

A Strategic Planning Workshop

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September, 2000

Who am I?

- Strategic Planning Coordinator, State of Maine
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What's this workshop about?

Workshop I

- Why should you do strategic planning?
- What is a strategic plan?
- How do you do strategic planning?

Workshop II

- What are the elements of a strategic plan?
- What's the difference between outcomes and outputs?
- How do you use a strategic plan?

What & why of strategic planning

- What is a strategic plan?
- Why do strategic planning?
- Are you ready to do strategic planning?
- The Big Picture
- A Strategic Plan model



Definition of a strategic plan

- The basic pattern of current and planned resource deployments and environmental interactions that indicate how the organization will achieve its objectives.

– C.W. Hoffer and D. Schendel

What is a strategic plan?

- Long-range view of the future (covers a 5-10 year period)
- Policy-oriented & strategic
- Identifies the purpose of the organization and the direction in which it wants to go
- Identifies what the organization want to achieve based on resources available

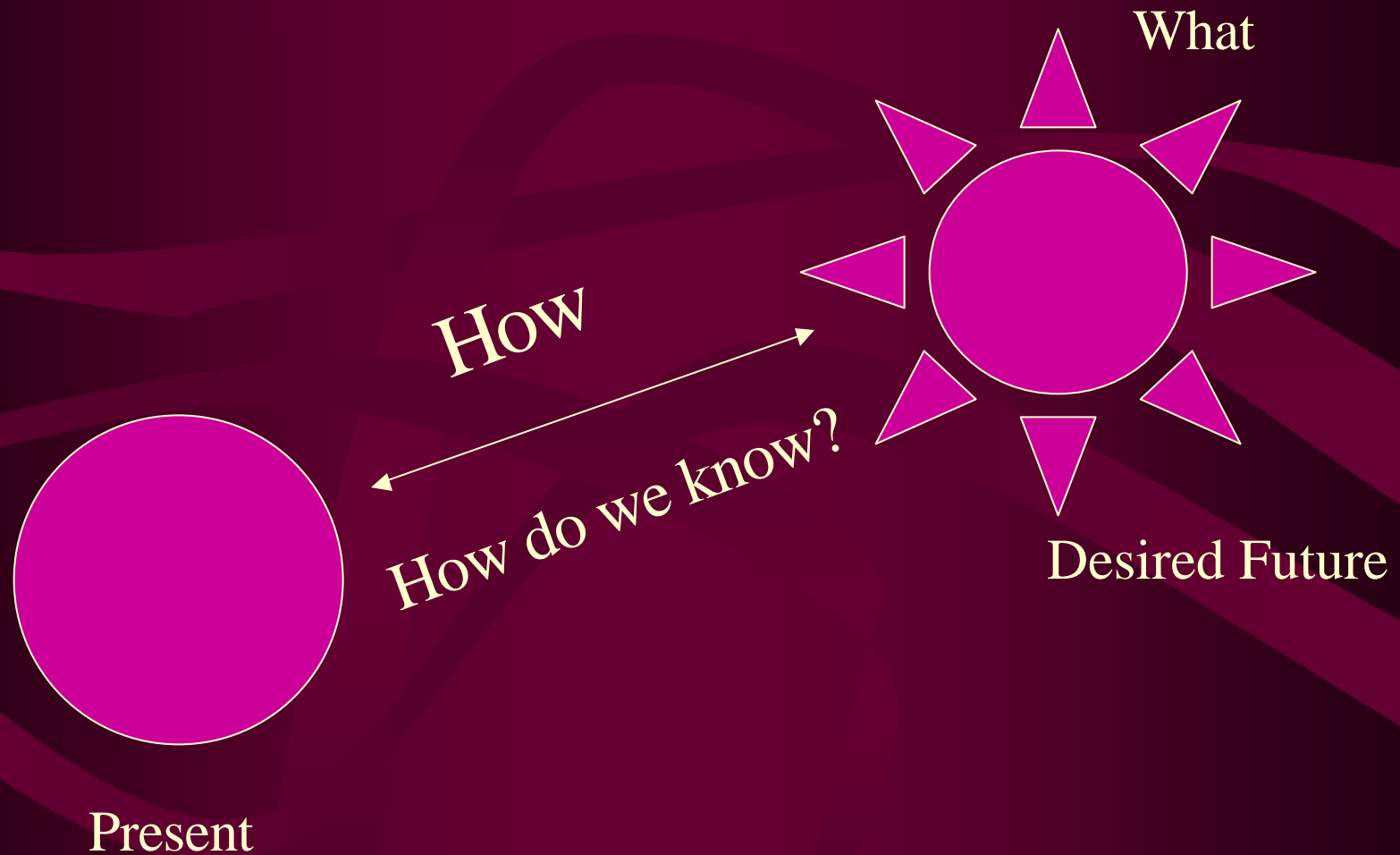
What is a strategic plan not?

- Not a work plan
- Not a budget
- Not developed by senior managers and imposed
- Not static
- Not even simply a document

What is a strategic plan really?

- A process
- A process that lays out where you want to be in the future and provides information about how you get there based on your available resources
- It provides information from which you can determine whether or not you're achieving your goals and objectives

What is a strategic plan?



Why do strategic planning?

“If you don’t much care where you want to get to...then it doesn’t matter which way you go.”

Lewis Carroll’s *Alice in Wonderland*



Why do strategic planning?

- Airplane Exercise



Why do strategic planning?

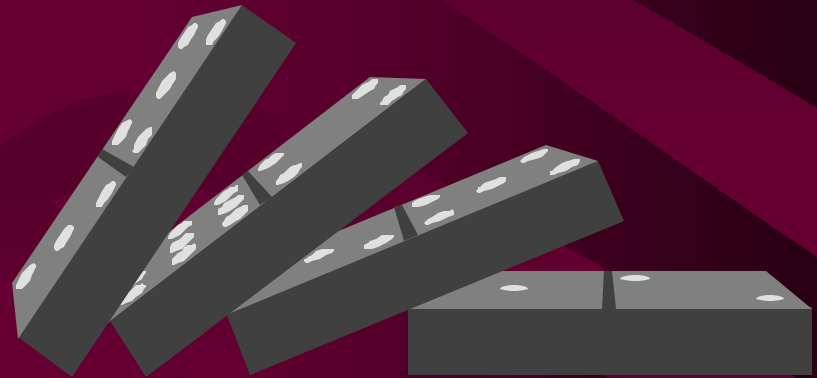
- Improved results
- Focus & momentum
- Problem-solving
- Teamwork & commitment
- Communication & marketing
- Understand how you support other organizations

Why do strategic planning really?

- You need to do it for funding
- You need to convey how you are helping to accomplish your parent agency's mission
- You need to communicate your reason for being
- You need to communicate results

Organizational Readiness

- Before doing a strategic plan, a number of elements must be in place



Are you ready?

- The organization's leaders have indicated commitment to the process
- Effective communication channels exist within the agency
- Workable group dynamics exist
- You know who you're stakeholders are (and are willing to invite them to the table)

When not to do strategic planning

- When costs outweigh the benefits
- When critical problems should be addressed first
- When implementation is unlikely

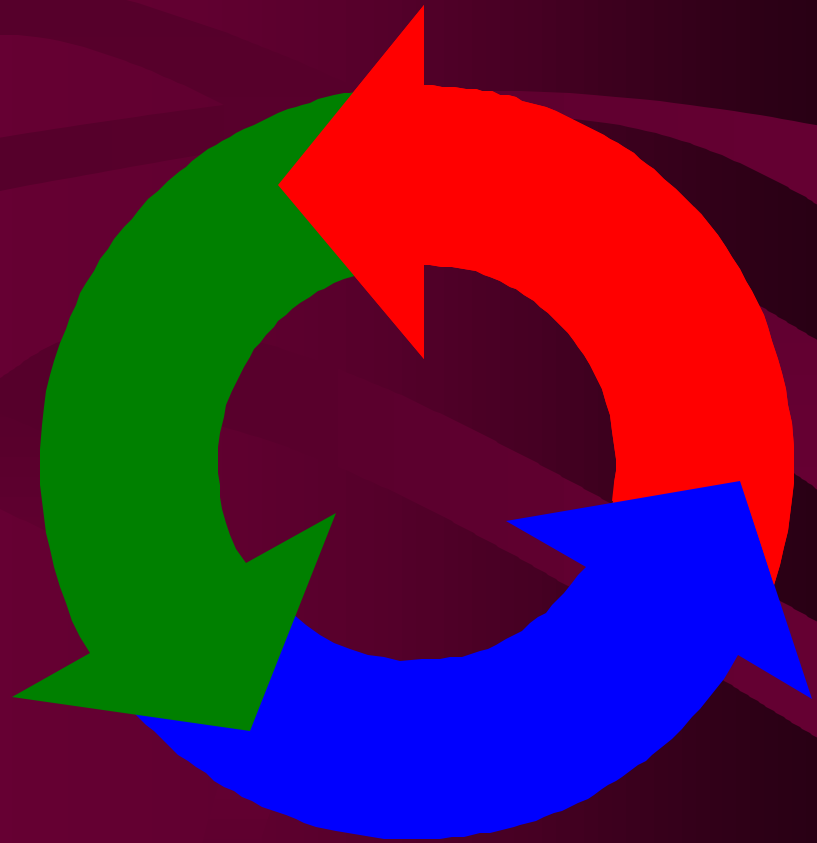
Are you ready?

- Readiness assessment exercise



The Big Picture

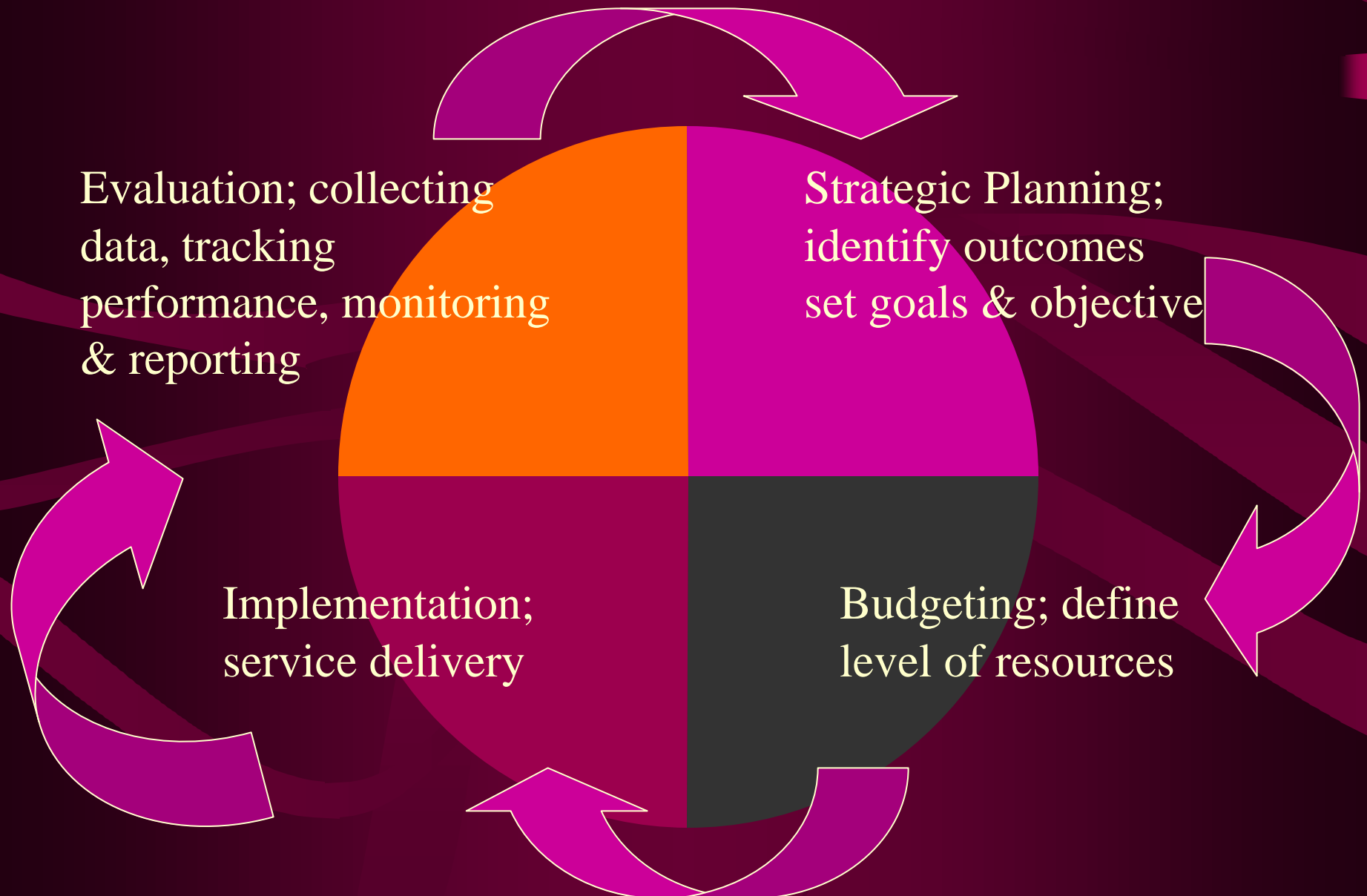
- Strategic planning is policy-oriented



Organizational Overview



The Planning Cycle



One Strategic Planning Model

- One size doesn't fit all



A Strategic Planning Model

What is our purpose?

Mission

Statement of agency's purpose

What will help/hinder us in carrying out our mission?

Assessment

Analysis of environment and capabilities

What do we want to accomplish?

Goals

Policy statements of general ends

Objectives/Outcome Measures

Specific, measurable results

How are we going to accomplish it?

Strategies

Methods for achieving results; goods/services provided

How do we know if we're successful?

Performance Measures

Indicators of success in providing goods/services

Mission is the foundation

- Writing a mission statement doesn't have to be painful

OUCH!

THAT HURTS!

Mission, Vision, Values (oh, my!)

- Mission - What's our purpose
- Vision - What we're committed to
- Values - What we believe

It's not necessary to have all three

Keep it Simple

Mission

- A statement of what the agency does, why it does it, and for whom
- The reason for the agency's existence
- Clear and concise (1-2 sentences)
- Easily understood
- Consistent with statutes/mandates
- A mission doesn't change very often, when they are changed it's a major strategic decision

Examples of Missions

- To offer strategic planning training (what) for nonprofit & community service organizations (for whom) that will help them focus their organizations and improve their effectiveness (why).
- Reduce the loss of life and property and protect our institutions from all hazards (why) by leading and supporting the Nation (for whom) in a comprehensive, risk-based emergency management program of mitigation, preparedness, response, and recovery (what).
- To create opportunities for Maine farmers (for whom) to succeed in agriculture (why) by making Maine a leader in innovative agricultural approaches (what).

The art of mission-writing

- Mushy vs. Crisp
- Succinct vs. long-winded
- Eloquent vs. bureaucratic
- Unique vs. Universal

The art of mission-writing

- To achieve a reasonable degree of purity of water, air, and land resources of the State consistent with the maximum enjoyment and use in furtherance of the welfare of the people of the State.
- To protect the environment.
- To protect water, air and land resources so that all citizens can use and enjoy those resources.

Everything subsequent flows from the mission

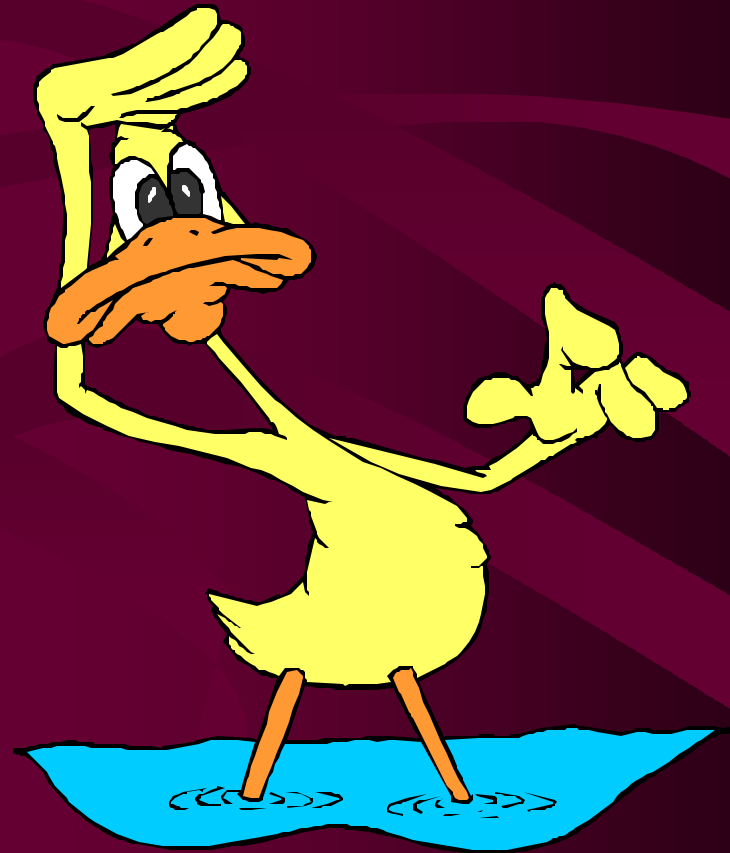
- To protect water, air, and land resources of the State to preserve animal, bird, and fish habitat.

Your turn: revise the mission

- To attract and retain a wide range of employment opportunities, promote lifelong learning, provide assistance during time of unemployment, and ensure safe and fair treatment.
- Provide job assistance, job training, and education so that all people on the job can support themselves and their families.

Assessing the environment

- Situational Analysis
- Environmental Scan
- Internal/External Assessment
- SWOT (Strengths, Weaknesses, Opportunity, Threats)



Assessing the environment

- What's going on around you that impacts your ability to carry out your mission?
- What trends have occurred that impact you?
- What forces will influence you in the next 5-10 years?
- What are your strengths & weaknesses?
- What's holding you back? Propelling you forward?

Assessing the environment

External

- changing mandates
- political changes
- demographic trends
- public needs
- economic changes
- outcome trends

Internal

- fiscal resources
- technology & equipment
- innovations
- staffing issues
- skill levels

Assessing the environment

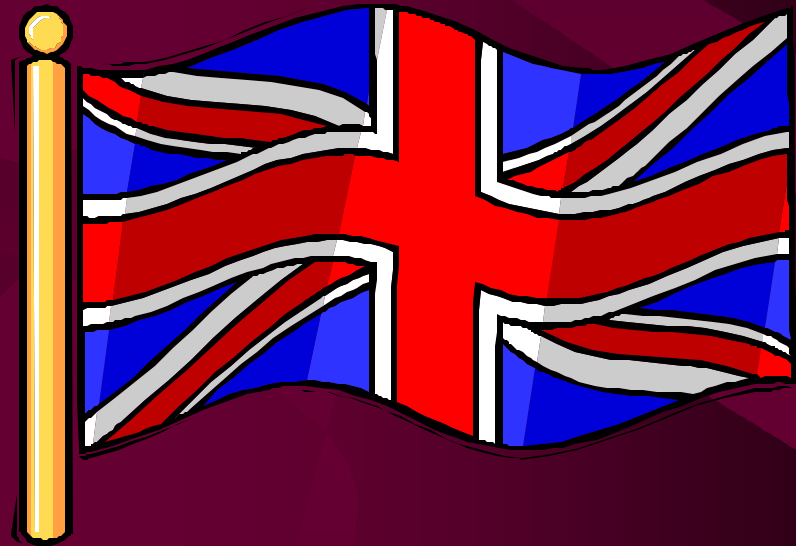
- Strengths
- Assets
- Resources
- Opportunities
- Past Accomplishments
- Allies
- Weaknesses
- Liabilities
- Competitors
- Threats
- Future Capabilities
- Opponents

Don't forget to ask your stakeholders what they think

The British Model

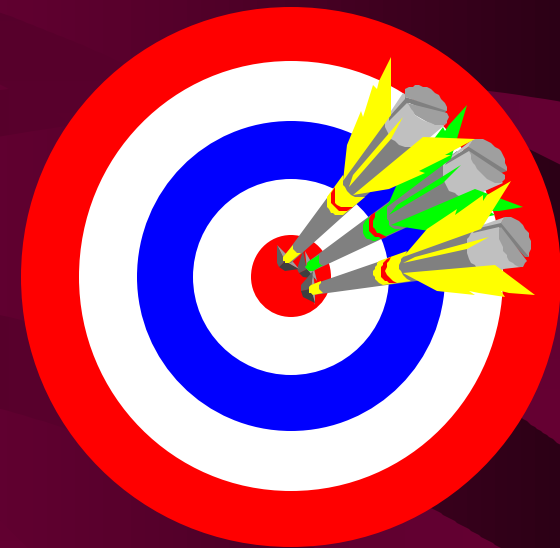
Best Value: The Four Cs

- Challenge
- Consult
- Compare
- Compete



Critical Issues

- What are the most important issues you will face in the next 5-10 years?
- Determine if the issues are operational or strategic
- Narrow the field: key 4-8
- Get Consensus
- Solicit Stakeholder input
- Form the basis for goals & objectives



A model train

- A method of examining internal & external opportunities and to prioritize what's most important



A model train

1. Brainstorm a list of railcars (issues) that impact your ability to carry out your mission:

- Positive and Negative
- Internal and External

2. Rate the railcars:

- The train has already left the track
- The train is going in the wrong direction
- The train has hit a wall

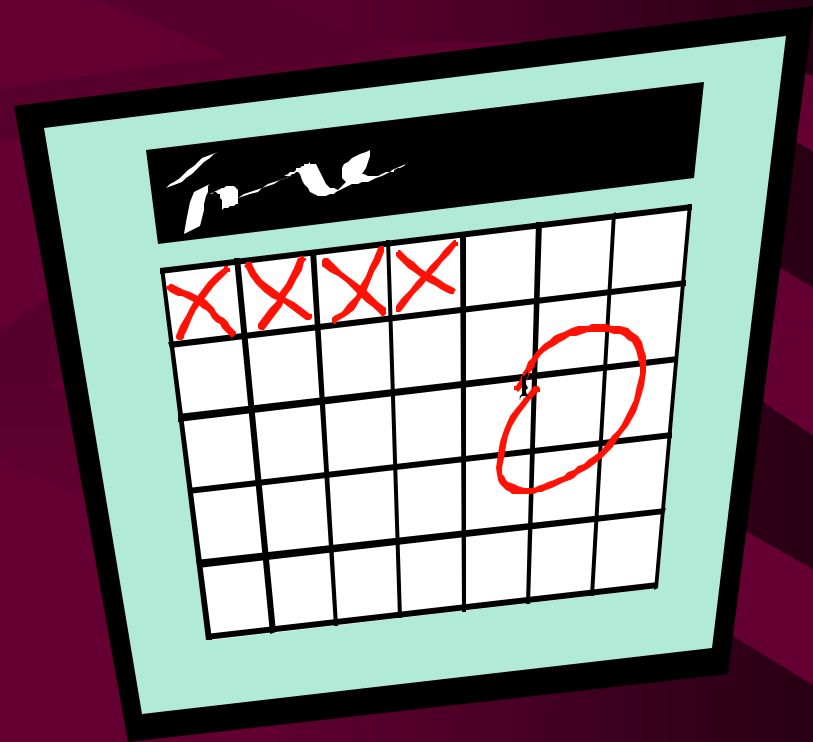
3. Select your Critical Issues

Rating your railcars

- The train has left the station
- The train is going in the wrong direction
- The train has hit a wall
- What already has momentum?
- What is moving forward that you want to go along?
- What has momentum, but in the wrong way?
- What do you want to stop, reverse, correct?
- What are those immovable obstacle?
- Why waste time/effort?

Planning the plan

- What process will you use to develop your strategic plan?



Planning the plan

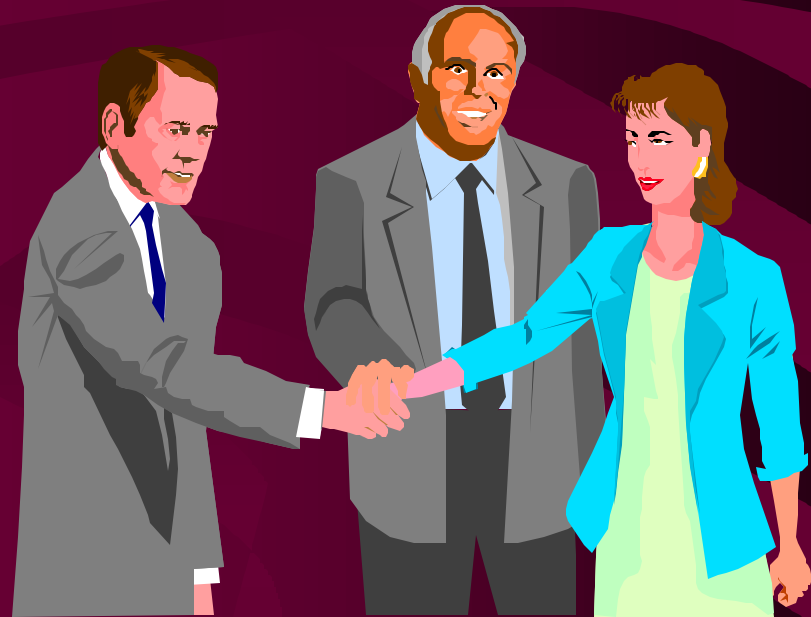
- Who will manage the planning process and keep it on track?
- Who will write it?
- When will it be finished?
- What are the steps?
- Who will be involved at what steps?
- How will you involve stakeholders?
- What skills/training are needed?
- Do you need a consultant?

Stakeholders are Critical

- Board members, funding entities, Legislators
- Employees, contractors
- Customers, clients, citizens
- They vote on your budget. They must understand and agree to your outcomes.
- They implement your plan and ensure its success. They must buy into your outcomes.
- They are the final determinant of whether you've achieved your outcomes --their outcomes.

Who are Stakeholders?

- Customers, clients
- State & local agencies
- Community members
- Funding entities
- Interest groups
- Employees
- People with a “stake”
in your outcomes



When to involve stakeholders

- Brainstorming & prioritizing critical issues
- Identifying outcomes
- Reviewing draft goals & objectives
- Deciding what should be measured
- Reporting back results!

Streamlining the stakeholder process

- Representative stakeholders
- Steering Committee
- Stakeholder Surveys
- Electronic media (web postings)

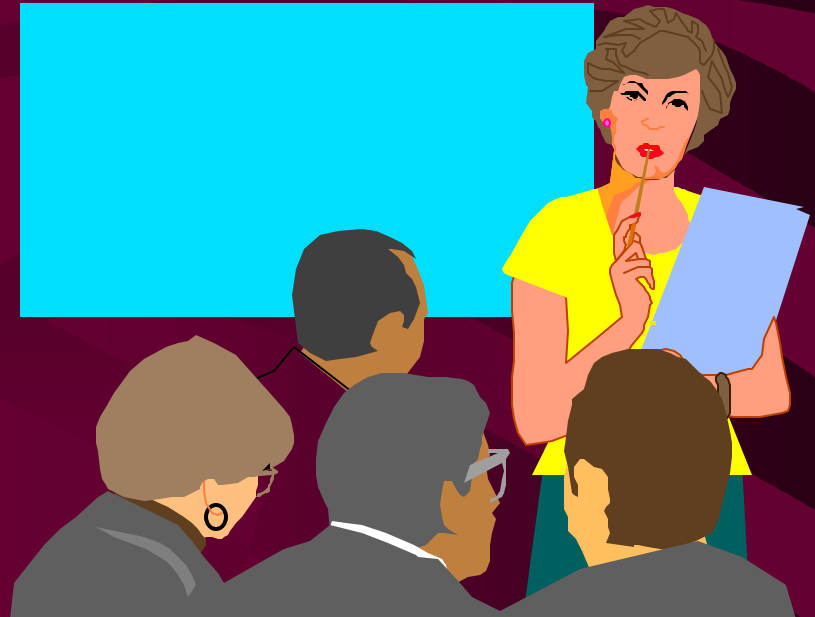
To hire or not to hire (a consultant)?

- Either way you must make sure that the organization “owns” the plan



Benefits & Concerns

- Discuss ways to build benefits and overcome concerns



Review

- A strategic plan is about policy, not implementation
- It helps you lay out where you want to be in the future
- Certain elements have to be in place first
- Stakeholder involvement is crucial

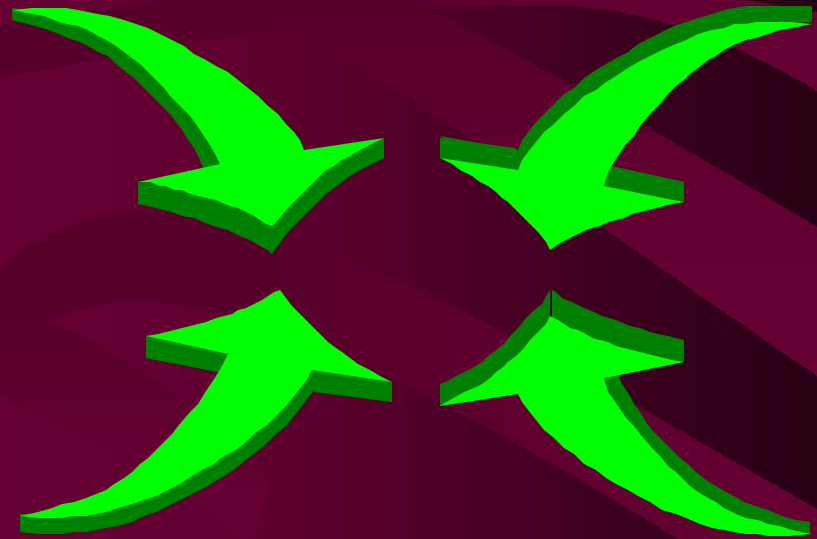


Strategic Plan: A Process



Workshop II introduction

- Elements of a strategic plan
- Outcomes vs. Outputs
- Writing goals & objectives
- Tips for successful a successful planning process



Strategic Plan Elements

- Goals
- Objectives
- Outcome Measures
- Strategies
- Performance Measures



Goals

- Flow logically from mission
- Broad, ambitious statements of policy
- Public purpose statements for agency
- Provide future direction
- Outcome-oriented
- Give vision to your mission

Examples of goals

- Every employer can find qualified employees and every person can find employment that meets their aspirations
- To ensure that all children will be healthy and free from harm
- Every citizen can breathe clean air every day of the year

When goals aren't goals

- When they're not outcome based
- When they're measurable
- When they talk about providing a service
- When they relate to an administrative function
- When they're not future oriented

Examples of nongoals

- To develop partnerships among service providers to low income people
- To automate our accounts payable system by the end of the year
- To sustain above average economic growth
- To create access to public lands

Rewriting the goal

- To create access to public lands
- To assure that all Maine people enjoy the state's parks and public lands

Your turn: rewriting the goal

- To sustain above average economic growth
- To assure that people can prosper in a growing economy

Objectives

- Flow logically from goals
- Next level of achievement after goals
- Break goals into narrower, measurable pieces
- Specific, measurable outcomes
- Define impact on the public being served
- Achievable within a foreseeable future

Objectives are SMART

- Specific
- Measurable
- Achievable
- Relevant (to goals)
- Time Sensitive

Examples of Objectives

- Increase the number of employers indicating they have no difficulty finding skilled workers
- Reduce child abuse
- Increase percentage of Maine people who breathe clean air 90% of the time

Example of nonobjectives

- To build a bridge
- To maintain traffic lights
- To provide fast service

Rewriting objectives

- To build a bridge
- To maintain traffic lights
- To provide fast service
- To reduce congestion on the turnpike
- To decrease traffic accidents
- Improve customer satisfaction

Your Turn: rewriting the objective

- To inspect restaurants for cleanliness
- To reduce the potential for food-borne illnesses

Outcome Measures

- Relate to objectives
- Hard data to know whether you're achieving your objectives
- Sometimes called indicators

Examples of outcome measures

Objective

- To reduce the potential for food-borne illnesses
- To reduce congestion on the turnpike
- To decrease traffic accidents

Outcome Measure

- number of reported incidences of food poisoning in restaurants
- avg. number of minutes to commute from x to y
- number of accidents

Rule of Thumb

- A goal/objective is never about what the organization does, it is always about what is different for others as a result of what the organization does

Strategies

- Flows from the goals and objectives
- Methods, activities to achieve goals and objectives
- Programs to be implemented
- Services to be delivered
- What the agency is going to do
- Still strategic, not operational

Examples of strategies

- Administer an employment training program for high tech/info tech skills
- Develop preventative programs for child and family abuse and neglect
- Coordinate a statewide program to control air emissions of pollutants at their source

Performance Measures

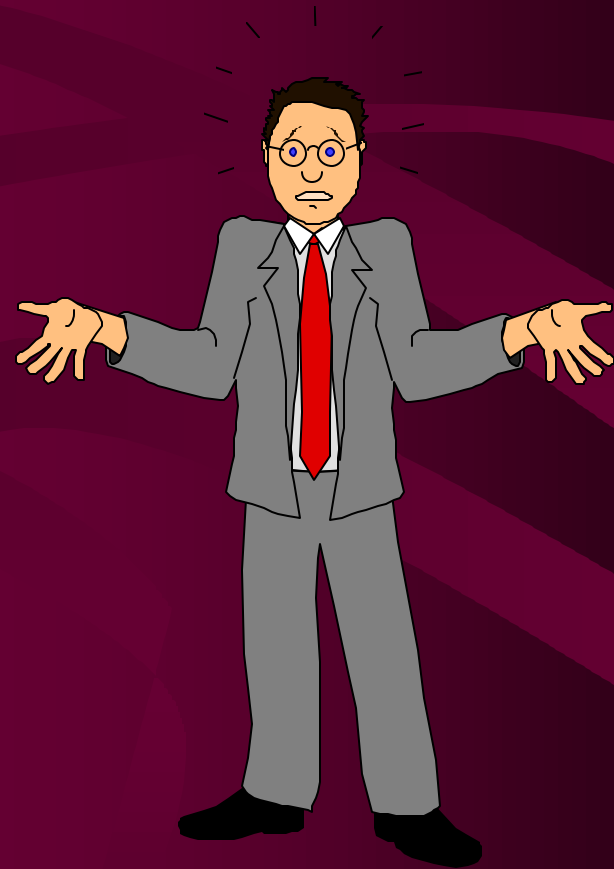
- Relate to strategies
- Hard data to know how well strategy is being implemented
- Sometimes called outputs

Examples of performance measures

- Administer a program of employment training
- Number of people trained
- Number of people trained that find jobs within 3 months
- Avg. cost per person trained

Distinguishing the elements

- Goals
- Objectives
- Strategies



Key Words

GOALS

- ensure
- enhance
- assure
- prevent
- eliminate

OBJECTIVES

- increase
- decrease
- reduce
- achieve
- maintain

STRATEGIES

- establish
- develop
- provide
- conduct
- administer
- perform
- assist

Key Questions

GOAL

- Is it narrower than the mission?
- Does it provide clear direction for where you want to be in the future?
- Does it relate to the agency's public purpose?
- Does it describe what is different for others?

OBJECTIVE

- Does achieving the objective move the agency towards its goal?
- Does it describe what is different for others?
- Is it measurable?
- Is it achievable?

Exercise: What is it?

- To assure an accessible and safe highway transportation system
- Increase the number of jobs filled which pay a livable wage
- Conduct a fire prevention & suppression program
- Number of inspections conducted
- Number of people earning a wage above the poverty level
- Administer a program of crime prevention
- Maintain zero loss of life in forest fires
- The State's aquaculture industry will thrive in a global market place

Getting to Outcome

- Goals & objectives must be outcome based



Ask yourself...

- Why are we doing this?
- What's the result of what we do?
- What's the impact on the people we serve?
- What's different for people because of what we do?

Outcome vs. Output

OUTCOME

- The actual result of the agency's work --its impact on people being served

OUTPUT

- The amount of effort expended by the agency --the goods and services produced

Outcome vs. Output

What am I doing?

OUTPUTS

- I am driving a car
- I will be driving for 3 hours
- I will use 3 gallons of gasoline per hour
- It will cost me 35 cents per mile

OUTCOME

- I am going to Bartlett, NH

Examples of outcomes/outputs

OUTPUTS

- Provide job training
- Provide disaster relief
- Treat and discharge handicapped patients

OUTCOMES

- Place people in jobs
- People can get back on their feet after an emergency
- Patients can live independently

Ask “...and then what?”

- Our objective is to organize one training session per month
 - *and then what?*
- We’ll put 50 displaced workers through each session for a total of 600 workers trained
 - *and then what?*

“...And then what?”

- We'll compile a list of 100 companies that we know are growing and set up appointments for the trainees
 - *and then what?*
- We'll strive to have at least half of the trainees (300) placed in those companies within one year

Hierarchy of Measures

FROM OUTPUT.....TO.....OUTCOME

1

AGENCY
ACTION

2

RESPONSE TO
AGENCY ACTION

3

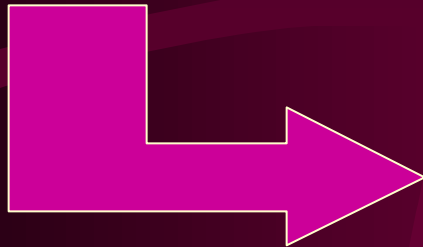
CHANGE IN
PRESSURES

4

CHANGE IN
STATUS

5

CHANGE IN
HEALTH/HUMAN
CONDTION



Hierarchy of Measures

FROM OUTPUT.....TO.....OUTCOME

1

of job
training
sessions

2

of people trained

3

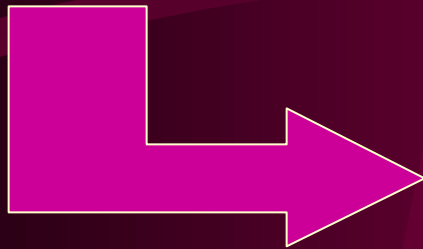
% change in
people with
needed skills

4

% change in
people with
jobs

5

% people can
support their family



Hierarchy of Measures

FROM OUTPUT.....TO.....OUTCOME

1

of anti-smoking PSAs

2

of people that quit smoking

3

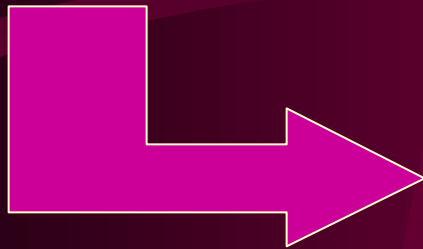
% change in number of smokers

4

% change in people with smoking-related diseases

5

Increase in life expectancy



Hierarchy of Measures

FROM OUTPUT.....TO.....OUTCOME

1

of
mentors
recruited

2

of children with
mentors

3

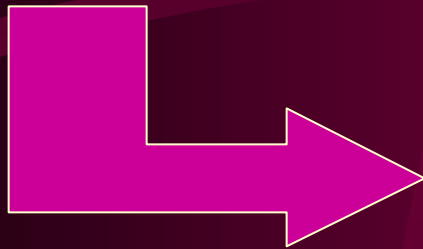
% change in
youth
reporting
adults care
for me

4

% change in
youth with
responsible
values

5

Increase in adult
civic participation



Your Turn: Hierarchy of Measures

FROM OUTPUT.....TO.....OUTCOME

1

of school-
work
supports

2

of youth who understand
how business works

3

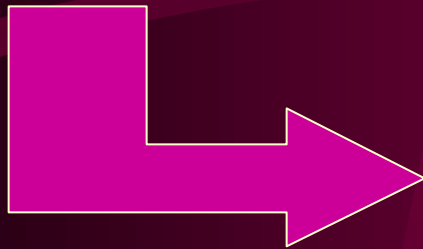
% change in
youth
successfully
transitioning
to work

4

% change in
youth
employed

5

Increase in economic
well-being



Your turn: writing strategic plan elements

- Exercise
- Write one each: goal, objective, outcome measure, strategy, performance measure for your agency
- Put particular emphasis on outcomes



Using your strategic plan

- Develop a budget
- Make program changes
- Focus staff on your goals & objectives
- Demonstrate how you support funding agencies' goals
- Communicate results

Tips for successful strategic planning

- Strive for inclusiveness
- Keep process simple with realistic time lines
- Focus on results
- Communicate lavishly
- Don't oversell it
- Be obvious in use of plan

What I hoped you learned....

- What you need to do to get ready for strategic planning
- What is a strategic plan and how it is developed
- How to craft goals and objectives with a focus on outcomes



Definitions

- Mission - a concise statement of what your organization does, why it does it, and for whom
- Goals - broad, policy statements of what the future looks like as it relates to your mission
- Objectives - narrower than goals; allows you to measure your progress toward goals; a statement of outcome; measurable, achievable
- Outcome Measure (indicators) - quantitative indicators which track the progress towards meeting the objective
- Strategies - methods, programs, efforts for achieving your goals & objectives
- Performance Measures (output measures) - quantifiable indicators that track the outputs and efficiencies of the strategy

Example

- Mission: Provide job assistance, job training, and education so that all people on the job can support themselves and their families.
- Goal: Every employer can find qualified employees and every person can find employment that meets their aspirations
- Objective: Increase the number of employers indicating they have no difficulty finding skilled workers
 - Outcome Measure: % of employers indicating they have no difficulty in finding skilled workers
 - Indicator: avg. length of vacancies for jobs recruited in Maine
- Strategy: Administer an employment training program for high tech/information-technology skills
 - Performance Measures: # of people trained
 - # of people trained that find jobs within 3 months
 - Avg. cost per person trained

Example

- Mission: Promote a drug free society through prevention and education that will strengthen the individuals, families, and communities of Northern New England
- Goal: People will not abuse drugs and alcohol
- Objective: Reduce the number of children (age 12 or younger) who have experimented with drugs or alcohol
- Objective: Reduce the number of 18-24 year olds who get drunk more than two times per year
- Objective: Reduce the number of young people (12-24) who use drugs even occasionally
- Objective: Reduce the number of drivers arrested for operating under the influence of drugs or alcohol

Example (continued)

- Objective: Reduce the number of young people (12-24) who use drugs even occasionally
 - Outcome Measure: the number of young people (12-24) who, when surveyed, say they use drugs occasionally
- Strategy - Develop a peer counseling program that uses young people to educate others on the dangers of drug use
 - Performance Measures: # of peer counselors recruited
 - # of young people counseled
 - # of young people counseled that indicate their behavior was changed as a result of the counseling
 - avg. cost per person counseled